

## **Job Satisfaction and Work Performance among Women Employees in Malaysia's Health Department**

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### **Abstract**

This paper focuses on the women employees in a health department. A total of 211 women employees were consulted using self-administered questionnaires that produced a good response rate of 62%. This paper intends to understand the relationship between job satisfaction and work performance among women employees in the health department. Moreover, this effort also measures the impact of job satisfaction on work performance of those women employees. Analyses were made using correlation, regression, and demographic comparisons. Recommendations are suggested to top management and women employees that they must always strive to ensure job satisfaction is at an optimal level so that the direction of the organization can be achieved.

**Keywords:** Job satisfaction, work performance, women employees, health department

### **Introduction**

Career women have its own challenges because in the meantime the responsibilities of being a wife, mother, and daughter. In addition to the responsibility that demands attention, the contribution of women is so clear in almost every sector, may its public sector and the private sector. In reference to the Asia-Pacific Human Development Report 2010 (HDR) estimates that if female labor force participation rate rose to 70%, the nation can enjoy the increase in the Gross Domestic Product (GDP) of between 2 to 4%. In addition, an increase of women in the formal and informal jobs would indirectly help increase household income and enabling the distribution of income per capita increased by more equitable and fair. Therefore, the job satisfaction is very important to motivate women employees to continue to serve. Furthermore, the high level of job satisfaction is able to give a positive impression to the graduation-graduate women to be more confident to step into the working world.

Although there is still a handful of employers assume that women are the labor bureaucracy and the second choice (Arifin, 2010), but in the long run, domination women are not good for the country. Employers often overlook the importance of women in the family institution and culture of the country in which the

obligation to childbearing, educate children, manage the household, and take care of ageing parents. Women worked and their nature includes the need of maternity leave, are among the reasons. Therefore, employers should not underestimate the women employees but instead try to understand them as well as possible in their role accordingly. In order for the employer to meet the needs and requirements of employees, working women should be given special attention because in terms of employment structure.

This paper intends to understand the relationship between job satisfaction and work performance among women employees in the health department. Moreover, this effort also measures the impact of job satisfaction on work performance of those women employees. Thus, this paper expects to contribute the findings for the benefit of women employees and employer of the health department on job satisfaction and work performance.

## **Literature Review**

### ***Job Satisfaction***

Everyone who worked should expect to obtain satisfaction from their work. By definition, job satisfaction is a positive attitude towards work which this attitude exists based on an assessment of the employment situation. Moreover, the concept of job satisfaction as attitudes held by individuals involved in an organization at a time (Vroom, 1964; Jawahir, 2009; Mohamed, Asaari & Desa, 2016). Referring to the attitude of the individual aspects of the job or field of interest. At this stage, the individual usually is not interested in pushing the field. According to Fleishman and Bass (1974), job satisfaction was a reaction that can affect workers on the job. They argued that job satisfaction is viewed as the result of a person's work experience involved, namely the relationship between the values held by the expected goal of a career endeavor. Locke (1976) had stated that an employee will feel satisfied with the work if the work characteristics and the environment in line with the values of personal and work expectations. Individuals had a high job satisfaction will be paying attention to his career, and not easily tired, more hardworking, highly motivated, and will strive to improve work performance (Locke, 1976). Furthermore, aspects of job satisfaction were also often associated with the psychological aspect because it is inseparable from the concept of motivation. Among the factors that affect job satisfaction were salary, promotion, workplace environment, co-workers, and supervision. Maslow (1970) had stated that the factors of job satisfaction are due to the desire of individuals to improve achievement in the career, the desire to gain recognition for the contributions of service, and eventually, that will surely increase their status in social groups.

### ***Salary***

The main goal of the work was that someone to earn to meet social and economic needs. Salary was an important element in a contract of service. Each worker offered services and skills available to get a salary. Salary or wages were workers' rights received in the form of money as a reward from the employer or the employer to the employee. Salaries were paid according to the provisions of the employment agreement, agreement or legislation based on any kind of work or energy which have been or will be committed. Every worker had the right to earn a living while fulfilling the requirements reasonable.

### ***Promotion***

Promotion of civil servants was increased substantively from one grade to a higher grade in the service and the service scheme similar to the Promotion Board approval. An officer was entitled to be considered for promotion if they fulfilled all the conditions set out in the promotion and subject to vacancies.

### ***Workplace Environment***

The workplace and the employee had a relationship of mutual dependence on one another. This dependency required its employees to perform work day jobs and workplaces require employees to characterize it as a work area or space to carry out the work. On average, employees would allocate about 8 to 10 working hours a day at work. Therefore, employees needed a comfortable and orderly office space to work. Workplace conditions such as this will indirectly increase the level of job satisfaction among employees. Thus, workplace conditions that were managed properly will have a lasting impact in terms of health, safety, stress, employee morale, and productivity.

### ***Co-workers***

Co-workers characterized the relationship among employees with top management and other employees. Good relationships with co-workers will generate motivation and impact on job satisfaction through good social interaction within an organization. The lack of interaction can lead to dissatisfaction in work (Ishak et al., 2014).

### ***Supervision***

Supervision was seen as a functional relationship that reflects the extent of the head or supervisor helps employees subordinate to the values of worked and completed assignments. Head or supervisor who had the characteristics of transformational leadership that will increase the motivation of subordinates at the same impact on satisfaction with their jobs. It was also described the hierarchy of needs Maslow's theory on the third level of requirement as meaningful social relationships will encourage workers to work better.

### ***Work Performance***

Work performance was a result that achieved or an outcome of an action. Moreover, work performance has seen the degree of achievement of tasks that refers to the work of each individual (Lettieri et al., 2004). On the other hand, others perceived work performance as productive in product quality and measured based on the ability to provide the right time and in an appropriate manner.

Subsequently, work performance was narrated as openness to experience and accept new things to create and try new things that can improve the productivity of individual (Sinha, 2004), dependent on social position of employees (Greenberg, 1979; Howell, 2004), determined by systematic assessment by management (Maimunah, 1994), and associated with job security (Locke & Whitting, 1974). Thus, work performance also is seen as a process that resulted in a prescribed period and what was produced as a measure of the ability, experience, and motivation.

### ***Relationship between Job Satisfaction and Work Performance***

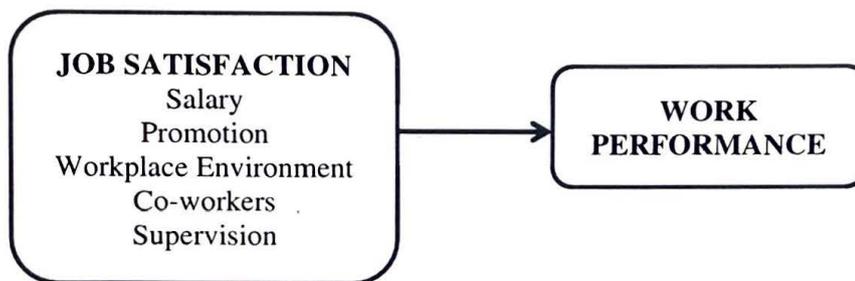
Levels of job satisfaction contributed to the high quality work productivity, thus indirectly will improve work performance to a higher level (Ismail, 2002). This showed the relationship between job satisfaction and work performance are parallel. Therefore, if the job satisfaction increased, then work performance also improved accordingly. Job satisfaction was also found to have a significant positive relationship with work performance.

Moreover, job satisfaction was found to have a significant positive relationship with organizational commitment (Baharum et al., 2006). An organization could improve their employees' performance by

focusing on the factors that can affect employees' job satisfaction. Therefore, if the work performance of the prescribed work cannot be achieved by an employee, the management of the organization must find the causes as this would affect their work performance.

### ***Research Framework and Hypotheses***

In this paper, the research framework is examined between job satisfaction; namely with components of salary, promotion, workplace environment, co-workers, and supervision toward work performance. Figure 1 depicts this paper framework.



**Figure 1: Research Framework**

Furthermore, this paper has five hypotheses as follows:

- H<sub>1a</sub>: Salary has a positive impact on work performance
- H<sub>1b</sub>: Promotion has a positive impact on work performance
- H<sub>1c</sub>: Workplace environment has a positive impact on work performance
- H<sub>1d</sub>: Co-workers has a positive impact on work performance
- H<sub>1e</sub>: Supervision has a positive impact on work performance

### **Methods**

The population of this study was women employees of a health department in a capital city of Perak. The health department has a population of 211 women employees. These women employees were the respondents and received a self-administered questionnaire for them to answer pertaining to their job satisfaction in relation to their work performance. The questionnaires were adapted and adopted; and consisted of 3 parts of personal information, job satisfaction, and work performance.

### **Data Analysis**

#### ***Demographic***

Data analysis was done using SPSS. A total of 132 completed questionnaires were collected that gave a response rate was 62%. Table 1 depicts the respondents demographic, namely ethnic group, marital status, age, academic qualification, and position.

Malays were the majority with 112 employees (84.8%), Indian were 12 employees (9.1%), and others were 8 employees (6.1%). Based on marital status, the majority of employees were single (n=114; 11.4%) and married were 15 employees (11.4%), and divorced were 3 employees (2.3%). Age wise, the majority of the employees were considered young and energetic with 82 employees (62.1%) in the range of 26 to 35 years old.

Followed by the age 35 to 36 year old with 38 employees (28.8%), age between 46 to 55 years old were 9 employees (6.8%), age 25 years old and below were 2 employees (1.5%), and one employee (0.8%) with the age 56 years old and over. Academically, these employees indicate they have SPMs were 53 (40.5%), STPM/Certificates were 9 employees (6.9%), diplomas were 51 employees (38.9%), and degrees were 18 employees (13.7%).

Finally, these employees were asked about their position. Majority of these employees were in the Grade 17 to 26 (n=70; 53%). Followed by Grade 1 to 16 (n=31; 23.5%), 19 employees (14.4%) were in the Grade 27 to 40, and 12 employees (9.1%) were in the Grade 41 to 54.

**Table 1: Respondents' Demographic**

Item	N	%
<b>Ethnic</b>		
Malay	112	84.8
Chinese	12	9.1
Indian	8	6.1
<b>Marital Status</b>		
Single	114	86.4
Married	15	11.4
Others	3	2.3
<b>Age (years old)</b>		
25 and below	2	1.5
26-35	82	62.1
36-45	38	28.8
46-55	9	6.8
56 and above	1	0.8
<b>Highest Educational Qualification</b>		
SPM	53	40.5
STPM/Certificate	9	6.9
Diploma	51	38.9
Degree	18	13.7
<b>Position</b>		
Grade 41-54	12	9.1
Grade 27-40	19	14.4
Grade 17-26	70	53.0
Grade 1-16	31	23.5

**Correlation Analysis**

The relationship between job satisfaction and work performance were investigated using the Pearson correlations coefficient. Preliminary analyses were performed to measure non-violation of the assumptions of normality, linearity and homoscedasticity. The ranges for the value of r for the study's correlation analysis were ranged between very weak to high as depicted in Table 2.

**Table 2: Correlation Values**

Value of r	Strength of Relationship
-1.0 to -0.5 or 1.0 to 0.5	Strong
-0.5 to -0.3 or 0.3 to 0.5	Moderate
-0.3 to -0.1 or 0.1 to 0.3	Weak
-0.1 to 0.1	None or very weak

Pearson’s correlation analysis was used to test the relationship between the job satisfaction, namely salary, promotion, workplace environment, co-workers, supervision toward work performance. Correlation analysis of women employees is depicted in Table 3.

**Table 3: Pearson Correlation Analysis**

Item	1	2	3	4	5	6	7
<b>1. Salary</b>	1	0.38**	-0.08	-0.34**	0.41**	0.71**	-0.40**
<b>2. Promotion</b>		1	-0.36**	-0.35**	-0.14	0.40**	-0.31**
<b>3. Workplace Environment</b>			1	0.40**	-0.01	0.26**	0.42**
<b>4. Co-Workers</b>				1	0.05	0.21*	0.51**
<b>5. Supervision</b>					1	0.59**	-0.10
<b>6. Job Satisfaction</b>						1	-0.06
<b>7. Work Performance</b>							1

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

From the above table, the relationship of job satisfaction components; namely salary, promotion, workplace environment, co-workers, and supervision with work performance. Co-workers (r=0.51) had indicated the highest relationship with work performance. Workplace environment (r=0.42) had indicated a moderate relationship with work performance. On the other hand, salary (r=-0.40) and promotion (r=-0.31) had indicated a negative-moderate relationship with work performance. Unfortunately, overall of job satisfaction has no relationship toward work performance.

**Regression Analysis**

In Table 4, the regression analysis was conducted on the components of job satisfaction and work performance among employees of health departments. Women employees had the R2 value showed 38% for the dependent variable of work performance, which was explained by job satisfaction. This means that

62% of the variance for work performance was explained by other unknown additional variables that have not been explored. The regression model ( $F=15.44$ ,  $p<0.00$ ) was proven to be a significant model due to the F ratio being significant in predicting work performance. Overall, the F ratio result presented that the combination of work satisfaction was a good fit in predicting work performance. Looking at the individual predictor, namely salary ( $\beta=-0.27$ ,  $p<0.00$ ), workplace environment ( $\beta=0.28$ ,  $p<0.00$ ), and co-workers ( $\beta=0.30$ ,  $p<0.00$ ) were significant predictors for work performance. Moreover, these explained that job satisfaction components were positively related to work performance among women employees of the health department. Therefore, hypothesis H1a, H1c, and H1d were supported by women employees of the health department. Unfortunately, H1b and H1e were not supported.

**Table 4: Regression Analysis on Job satisfaction and Work Performance on Women Employees**

Job Satisfaction	Work Performance	
	$\beta$	Sig.
Salary	-0.27	0.00
Promotion	0.00	0.97
Workplace Environment	0.28	0.00
Co-Workers	0.30	0.00
Supervision	0.00	0.98
$R^2$	0.38	
Adjusted $R^2$	0.36	
F – change	15.44	
Sig.	0.00	

Table 5 summarized the hypotheses are supported or not supported by the analysis.

**Table 5: Hypotheses Summary**

	Hypotheses	Result
H1a	Salary has a positive impact on work performance	Supported
H1b	Promotion has a positive impact on work performance	Not Supported
H1c	Workplace environment has a positive impact on work performance	Supported
H1d	Co-workers have a positive impact on work performance	Supported
H1e	Supervision has a positive impact on work performance	Not Supported

**Demographic Analyses**

Mean comparison on job satisfaction components, namely salary, promotion, workplace environment, co-workers, and supervision, were done on marital status, academic qualification, position, and age of women employees at the health department.

### *Comparison on Marital Status*

Marital status had been compared between married women (n=114) and single women (n=15) employees as depicted in Table 6. Single women (mean=3.27) had indicated a higher job satisfaction as compared to married women (mean=3.18). Meanwhile, married women (mean=3.03) had indicated a higher work performance as compared to single women (mean=2.75). In a different scenario, single women (mean=3.45) had indicated their highest concern on supervision of job satisfaction as compared to married women (mean=3.70) indicated their highest concern on the co-worker of job satisfaction. On the other hand, both married (mean=2.57) and single (mean=3.00) women indicated salary as their lowest concern of job satisfaction.

**Table 6: Mean Comparison on Marital Status**

<b>Marital Status</b>	<b>Married (n=114)</b>	<b>Single (n=15)</b>
<b>Salary</b>	2.57	3.00
<b>Promotion</b>	2.76	3.06
<b>Workplace Environment</b>	3.40	3.37
<b>Co-worker</b>	3.70	3.47
<b>Supervision</b>	3.50	3.45
<b>Job Satisfaction</b>	3.18	3.27
<b>Work Performance</b>	3.03	2.75

### *Comparison of Age Groups*

Women's age had been compared between ages of below 25 years old (n=2), 26-35 years old (n=82), 36-45 years old (n=38), 46-55 years old (n=9), and 56 and above (n=1) as depicted in Table 7. A senior employee, age 56 and above, had indicated the highest job satisfaction (mean=3.59) as compared to their colleagues of age group below 25 years old (mean=3.38), 26-35 years old (mean=3.16), 36-45 years old (mean=3.23), and 46-55 years old (mean=3.30). On the other hand, age group of 46 to 55 years old (mean=3.43), had indicated the highest work performance as compared to their colleagues of age group below 25 years old (mean=2.75), 26-35 years old (mean=2.82), 36-45 years old (mean=3.33), and 56 and above (mean=2.88). Interestingly, women employees of ages of 26-35 years old (mean=3.59), 36-45 years old (mean=3.80), 46-55 years old (mean=3.99), and 56 and above (mean=4.00) had indicated their highest concern on the co-worker of job satisfaction. Meanwhile, women employees of age 25 and below (mean=3.78) had indicated their highest concern on supervision of job satisfaction. On the other hand, women employees of 26-35 years old (mean=2.60), 36-45 years old (mean=2.62), 46-55 years old (mean=2.47), and 56 and above (mean=2.88) indicated their lowest concern on the salary of job satisfaction. Meanwhile, women employees of age 25 and below (mean=2.88) indicated their lowest concern on the promotion of job satisfaction.

**Table 7: Mean Comparison of Age Groups**

Age (years old)	25 & Below (n=2)	26-35 (n=82)	36-45 (n=38)	46-55 (n=9)	56 & Above (n=1)
Salary	3.00	2.60	2.62	2.47	2.88
Promotion	2.88	2.79	2.65	3.07	3.63
Workplace Environment	3.67	3.32	3.49	3.64	3.60
Co-worker	3.59	3.59	3.80	3.99	4.00
Supervision	3.78	3.47	3.59	3.33	3.83
Job Satisfaction	3.38	3.16	3.23	3.30	3.59
Work Performance	2.75	2.82	3.33	3.43	2.88

**Comparison of Academic Qualifications**

Academic qualification was analyzed and compared among SPM (n=53), STPM/ Certificate (n=9), Diploma (n=51), and Degree (n=18) holders are depicted in Table 8. Overall, all women employees except SPM qualifications had indicated a high job satisfaction as compared to their work performance. Degree holder employees had the highest mean value that indicated their components of job satisfaction (mean=3.29) as compared to SPM (mean=3.15), STPM/Certificate (mean=3.03), and Diploma (mean=3.24) holders. On the other hand, STPM/Certificate holder employees had indicated the lowest work performance (mean=2.50) as compared to SPM (mean=3.21), Diploma (mean=2.83), and Degree (mean=3.13) holders. Interestingly, women employees of SPM (mean=3.82) and STPM/Certificate (mean=3.63) had indicated their highest concern on co-workers of job satisfaction. Meanwhile, women employees of Diploma (mean=3.61) and Degree (mean=3.93) had indicated their highest concern on supervision of job satisfaction. The lowest concern of job satisfaction, SPM (mean=2.34) and STPM/Certificate (mean=2.33), and Diploma (mean=2.87) was salary, but Degree holders (mean=2.46) indicated promotion as their lowest concern of job satisfaction.

**Table 8: Mean Comparisons on Academic Qualifications**

Academic Qualification	SPM (n=53)	STPM/Certificate (n=9)	Diploma (n=51)	Degree (n=18)
Salary	2.34	2.33	2.87	2.83
Promotion	2.72	3.13	2.90	2.46
Workplace Environment	3.55	2.93	3.26	3.59
Co-worker	3.82	3.63	3.55	3.67
Supervision	3.32	3.13	3.61	3.93
Job Satisfaction	3.15	3.03	3.24	3.29
Work Performance	3.21	2.50	2.83	3.13

### *Comparison of Job Positions*

Further analyses among women employees on their job positions, namely Grade N1 to 16 (n=31), Grade N17 to 26 (n=70), Grade N27 to N40 (n=19), and Grade N41 to 54 (n=12).

Women employees of Grade N27 to N40 had indicated the highest on job satisfaction (mean=3.39) as compared to others grades of employees, namely Grade N1 to 16 (mean=3.08), Grade N17 to 26 (mean=3.19), and Grade N41 to 54 (mean=3.19). Meanwhile, women employees of Grade N41 to N54 had indicated the highest on work performance (mean=2.75) as compared to other grades of employees, namely Grade N1 to 16 (mean=3.51), Grade N17 to 26 (mean=2.78), and Grade N27 to N40 (mean=3.17). Interestingly, women employees of Grade N1 to N16 (mean=3.80) and Grade N17 to N26 (mean=3.69) had indicated co-worker as their highest concern for job satisfaction. On the other hand, women employees of Grade N27 to N40 had the highest concern on supervision and Grade N41 to N54 had the highest concern on workplace environment of their job satisfaction. Salary of job satisfaction had been indicated as the lowest concern among women employees of Grade N1 to 16 (mean=2.20), Grade N17 to 26 (mean=2.61), and Grade N41 to 54 (mean=2.88), but women employees of Grade N27 to N40 had indicated promotion as the lowest concern of their job satisfaction.

**Table 9: Mean Comparison of Job Positions**

<b>Grade Position</b>	<b>1-16 (n=31)</b>	<b>17-26 (n=70)</b>	<b>27-40 (n=19)</b>	<b>41-54 (n=12)</b>
<b>Salary</b>	2.20	2.61	3.10	2.88
<b>Promotion</b>	2.70	2.76	2.76	3.13
<b>Workplace Environment</b>	3.49	3.32	3.57	3.35
<b>Co-worker</b>	3.80	3.69	3.68	3.31
<b>Supervision</b>	3.19	3.60	3.82	3.29
<b>Job Satisfaction</b>	3.08	3.19	3.39	3.19
<b>Work Performance</b>	3.51	2.78	3.17	2.75

### *Comparison of Ethnic*

Mean comparison between ethnics were made among women employees of Malays (n=112), Indians (n=12), and other minority (n=8) ethnics. Unfortunately, the second majority, Chinese, had not been the women employees at the studied health department. On the other hand, women employees of Malays had been dominating the workforce of the health department. Women employees of Malays (mean=3.20) had indicated the highest on job satisfaction as compared to Indians (mean=3.18) and other minorities (mean=3.18). Meanwhile, women employees of Malays (mean=3.04) did indicate the highest on work performance as compared to Indians (mean=2.92) and other minorities (mean=2.92). Interestingly, women employees of Indians (mean=3.81) and other minorities (mean=3.81) had indicated supervision as their highest concern of job satisfaction as compared to Malays (mean=3.44). The lowest concern of job satisfaction among women employees of Malays (mean=2.62), Indians (mean=2.60), and other minorities (mean=2.60) was salary.

**Table 10: Mean Comparison of Ethnicities**

Ethnicities	Malays (n=112)	Indians (n=12)	Others (n=8)
Salary	2.62	2.60	2.60
Promotion	2.83	2.64	2.64
Workplace Environment	3.42	3.18	3.18
Co-worker	3.68	3.67	3.67
Supervision	3.44	3.81	3.81
Job Satisfaction	3.20	3.18	3.18
Work Performance	3.04	2.92	2.92

## Discussion

### *Relationship between Job Satisfaction and Work Performance*

In general, women employees of the health departments do not indicate any relationship between their job satisfaction toward work performance. On the other hand, these women employees perceive the importance of their co-workers toward their work performance. Thus, the top management needs to realize that the bonding and work relationship at the workplace among these women employees are important to the organization. Moreover, these situations can lead to the women employees' work performance as they feel that they have the support from their co-workers. Furthermore, the top management needs to promote and encourage any social interactions and activities, such as family day and teambuilding, among their women employees as to boost their work performance and in turn will benefit the organization.

Moreover, women employees do perceive their work environment is related to their work performance. Therefore, it is important for the top management to promote a good and acceptable working environment in the perception of their women employees. In some health departments, their workplace has been decorated and made suitable for their psychological and feelings. These workplace environment's improvement will bring a good workplace as seen by their customers.

Unfortunately, promotion and salary have been seen negatively related to women employees' work performance. This situation has a potential suspicion that women employees of the health department had a tough preception on their promotion and salary. This could be caused by the difficulty for these women employees to get promotion and subsequently get their salary raise. Whereby, if mentioned among these women workers, it will cause a negative impact on the work performed.

### *Job Satisfaction Impact on Work Performance*

Women employees of health department indicate that the impact of job satisfaction is not determined by their work performance. On the other note, women employees agree that salary, workplace environment, and co-workers have an impact on their work performance. Top management needs to ensure that no situation would affect their women employees' issues that pertaining to salary, workplace environment, and co-workers. Thus, women employees' salary increment on yearly basis is considered good and acceptable to them in keeping their work performance. Meanwhile, women employees are happy to have a good workplace environment and supported by great co-workers in ensuring their work performance.

### ***Comparisons of Components of Job Satisfaction and Work Performance***

Married women employees have indicated that they have higher perceptions of all components of job satisfaction and work performance as compared to single women employees of the health department. This shows that married women had a better job satisfaction and excellent work performance as compared to single women. The situation can be seen related to their spouse's support and understanding of their work and career. This also could conclude that married women had shown more concern and responsibility due to their family commitment.

Moreover, the senior women employees had a good reception on the components of job satisfaction and work performance as compared to the junior women employees. This situation had an indication that the well experienced and mature women employees would be a potential and good example to the rest of the junior women employees. Thus, job satisfaction and work performance among women employees could be said related to their length of service, work experience, and individual's maturity.

The top management of health department should encourage their women employees to further their studies in getting a degree. Top management can benefit that women employees with a degree have a better job satisfaction and work performance as compared to the other women employees of SPM, STPM/Certificate, and Diploma holders. Thus, this indicates that a degree holder among women employees has better perceptions of their job satisfaction and work performance.

Interestingly, women employees with the job position of Grade 1-16 indicate the highest perception on job satisfaction and work performance. This gives the top management a good indication that the lower job position has a better appreciation on their current job as compared to the senior and experienced women employees' job position. In this notion, top management needs to help the Grade 1-16 women employees to maintain their positive attitude that leads to their job satisfaction and work performance. On the other hand, top management needs to find ways and means to motivate other grades of job position among women employees for them to be satisfied with their job that leads to work performance.

### **Conclusion**

The strength of the organization lies on its employees. Similarly, the Health Department is dependent on their women employees. Hence, there is a need for the top management to emphasize on the issues relating to salary, promotion, workplace environment, co-workers, and supervision on these women employees' job satisfaction. Moreover, these women employees are always relevant to the socio-economic conditions and changes in government policies. Top management of the health department needs to perform a variety of operations worksheets continued to maintain existing levels of job satisfaction, and subsequently would lead to their work performance. Last but not least, top management and women employees must always strive to ensure job satisfaction is at an optimal level so that the direction of the organization can be achieved.

This paper recommends for future research that the following factors to be considered in the upcoming research, namely perception, role, attitude, personality, and motivation, as they may have a good measure to the actual relationship of job satisfaction and work performance.

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